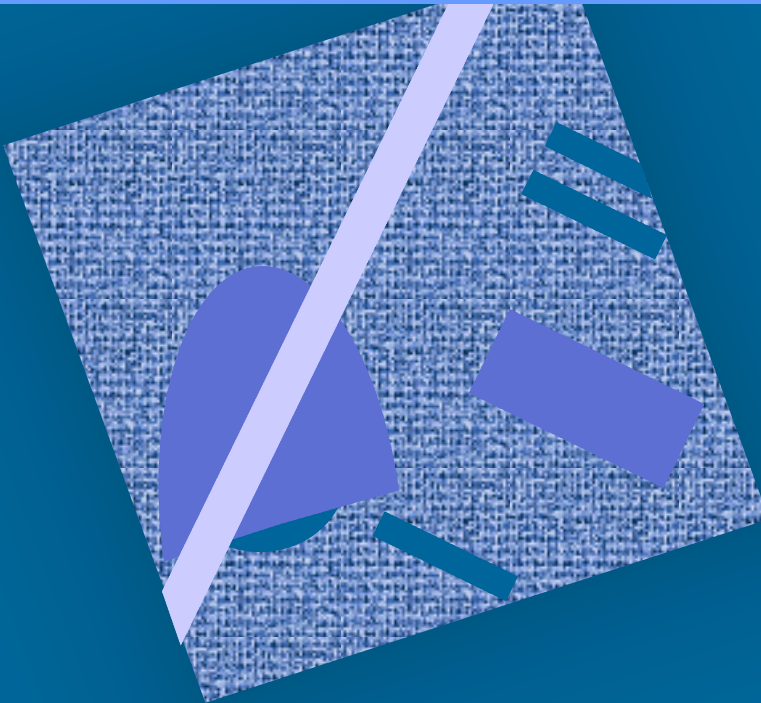


In Search of: The Project Management Professional



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Projects are changing

- *Becoming more complex*
- *Immediate needs*
- *Shrinking budgets*
- *Diverse teams, subcontracting and partnering*
- *Changing requirements or priorities*
- *Specific reporting requirements*
- *EVM, CMM, CMMI, PMM, ISO*
- *Riskier*
- *Global*

Increased influence of trust

- *Honesty*
- *Integrity*
- *Professionalism*
- *Open communication*
- *Fairness*

Need for PMs

- *Monster.com advertised over 5000 PM positions this month throughout the US*
- *392 specified PMP*
- *1613 PM positions are advertised locally*
- *Not just for Project Managers anymore*
- *Dice.com advertised 9,677 project management positions*
- *More are titled Certified PMP or PMI certified*



PMP Statistics

- *Through January 2004*
 - *Total PMI members* 124,256
 - *Total PMPs* 73,263
 - *New PMPs 2003* 20,820



Project Manager is in the top 10 IT positions for salary

- For contract workers, the average income is \$116,600*
- For contract workers, project manager is the #2 best-paying position behind IT manager*
- For full time employees, the average salary is \$83,200*
- For full time employees , project manager is #2 best-paying position behind IT manager*



What criteria are used to hire PMs?

- *Good interpersonal skills*
- *Good communication skills*
- *Good technical skills*
- *Good management skills*
- *Good organizational skills*
- *Education*
- *Experience*
- *Previous experience*
- *Certifications*

What criteria are used to promote PMs?

- *Experience*
- *Education*
- *Past performance*
- *Adherence to budget, schedule and requirements*
- *Expertise with tools*
- *Good people skills*

What criteria is used to pick the contract team?

- *Experience*
- *Education*
- *Rates*
- *Qualification*
- *Proposal submittal*
- *Past performance*
- *Certifications*

Differentiation

- *Adults with a bachelor's degree*
 - 1971 was 22%
 - 1998 was 31%
- *Adults 25-34 with bachelor's*
 - 1980 median income males was 19% higher
 - 2000 median income males is 60% higher
 - 1980 median income females was 60% higher
 - 2000 median income females is 95% higher

Differentiation

- *A recent Foote Partners study on the market value of nearly 150 technical skills and certifications revealed that:*
 - *Certifications in PM security, and systems administration/engineering and network operating systems certifications remain fairly strong*
 - *Project management certs increased in value by 6.7 percent in the first 6 months of 2003*
 - *In fact, the highest-paying certification is still the PMP which averaged 16 percent of base pay at median.*



Differentiation

- *Foote Partners research further indicates the trends over the next year:*

Skills and certifications in security, Linux, XML and Web services, VoIP, wireless, project management, Web-enabled analytics and management applications, SAP/ABAP and storage will see strong demand in the next year.

Recent studies

- *Differences among colleges can have a large influence on lifetime earnings.*
- *Not only does a graduate from a college with good characteristics earn more than his or her counterpart who graduated from a college with average characteristics but the advantage grows over time*
 - *\$107,153 for males*
 - *\$173,678 for females*
- *Women who attended selective Liberal Arts colleges had 24% higher earnings than those who attended average colleges*

Common Excuses for not pursuing the PMP

- *Project Management is more about people skills than methods*
- *If my company won't support me with funding and time to study or a bonus, then why bother?*
- *Too expensive*
- *Too time consuming*
- *The exam doesn't reflect real life PM skills*
- *Requirements are too rigorous*
- *What good is it anyway?*
- *Good for company not individuals*
- *Just for government projects*
- *Plan on staying with the same company*
- *I already know it all and my system works*
- *Just for the book smart not practical*



Art or Science?

- *Common terminology*
- *Common framework*
- *Generally accepted knowledge and practices*

The PMP certification says

- *I am:*
 - *Able,*
 - *Capable*
 - *Trained*
 - *Interested*
 - *Up-to-date*
- *The PMP offers external validation beyond experience*



- *Begins to professionalize project management globally*
 - *Globally recognized*
 - *Certification Program maintains ISO 9001 certification in Quality Management Systems as evidence of its commitment to professional excellence*

Requirements for PMP

- *Complete an application*
- *Education and experience (Two Categories)*
- *Agree to adhere to a code of professional conduct*
- *Pass a multiple choice exam*

About the exam

- *Revised the exam after an extensive job analysis study in 1997*
- *Exam is reviewed and revised annually to satisfy the test specifications*
- *200 four-option multiple choice questions submitted by PMPs*
- *Passing score is based on Angoff Modified Technique*
- *Many questions are situational*

Exam Questions

- *Project Initiation - 8.5%*
Project Planning - 23.5%
Project Execution - 23.5%
Project Control - 23%
Project Closing - 7%
Professional Responsibility - 14.5%

Project Initiation – 8.5%

- *Knowledge Tested*
 1. *Determine Project Goals*
 2. *Determine Deliverables*
 3. *Determine Process Outputs*
 4. *Document Constraints*
 5. *Document Assumptions*
 6. *Define Strategy*
 7. *Identify Performance Criteria*
 8. *Determine Resource Requirements*
 9. *Define Budget*
 10. *Produce Formal Documentation*

Project Planning – 23.5%

- *Knowledge Tested*
 1. *Refine Project*
 2. *Create WBS*
 3. *Develop Resource Management Plan*
 4. *Refine Time and Cost Estimates*
 5. *Establish Project Controls*
 6. *Develop Project Plan*
 7. *Obtain Plan Approval*

Project Execution – 23.5%

- *Knowledge Tested*
 1. *Commit Resources*
 2. *Implement Resources*
 3. *Manage Progress*
 4. *Communicate Progress*
 5. *Implement Quality Assurance Procedures*

Project Control – 23%

- *Knowledge Tested*
 1. *Measure Performance*
 2. *Refine Control Limits*
 3. *Take Corrective Action*
 4. *Evaluate Effectiveness of Corrective Action*
 5. *Ensure Plan Compliance*
 6. *Reassess Control Plans*
 7. *Respond to Risk Event Triggers*
 8. *Monitor Project Activity*

Project Closing – 7%

- *Knowledge Tested*
 1. *Obtain Acceptance of Deliverables*
 2. *Document Lessons Learned*
 3. *Facilitate Closure*
 4. *Preserve Product Records and Tools*
 5. *Release Resources*

Professional Responsibility – 14.5%

- *Knowledge Tested*
 1. *Ensure Integrity*
 2. *Contribute to Knowledge Base*
 3. *Apply Professional Knowledge*
 4. *Balance Stakeholder Interests*
 5. *Respect Differences*

Cost to sit the exam

- *PMP*
 - *Cost \$405*
 - *Recertify every 3 years*
 - *Members: \$75*
 - *Nonmembers: \$150*
- *CAPM*
 - *Cost to sit the exam \$225*



Applying for the PMP exam

- *Candidates applying for the PMP must satisfy the educational and experiential requirements for one of two categories.*

Category 1 Criteria

- *At the time of application the candidate:*
 - *Holds a baccalaureate or equivalent university degree AND*
 - *Has a minimum of 4,500 hours of personal project management experience within the five process groups, AND*
 - *Has a minimum of 36 non-overlapping (unique) months of personal project management experience, AND*
 - *Has a minimum of 35 contact hours of specific instruction that address learning objective in project management*

Category 1 Criteria: 4,500 Hours

- *The number of hours on the Experience Verification Forms must total at least 4,500 hours within the six (6) year period prior to the application. This time frame extends from the date of the application to the corresponding month six (6) years prior.*

Category 1 Criteria: 36 Months

- *The number of months on the Experience Verification Forms must total at least thirty-six (36) non-overlapping (unique) months within the six (6) year period prior to the application. This time frame extends from the month of application to the corresponding month six (6) years prior. Months without Project Management experience cannot be counted.*

Category 1 Criteria: 35 Contact Hours

- *Verify at least 35 contact hours of specific instruction that addresses learning objectives in project management. These hours must include content on project quality, scope, time, cost, human resources, communications, risk, procurement and integration management. Courses, workshops and training sessions, any course will do.*

Category 2 Criteria

- *At the time of application the candidate:*
 - *Does not hold a baccalaureate or equivalent degree, but does hold a high school diploma or equivalent secondary school credential*
 - *Has a minimum of 7,500 hours of personal project management experience within the five process groups, AND*
 - *Has a minimum of 60 non-overlapping (unique) months of personal project management experience, AND*
 - *Has a minimum of 35 contact hours of specific instruction that addresses learning objectives in project management*

Category 2 Criteria

- *The number of hours on the Experience Verification Forms must total at least 7,500 hours within the eight (8) year period prior to the application. This time frame extends from the date of the application to the corresponding month eight (8) years prior.*

Category 2 Criteria: 60 months

- *The number of months on the Experience Verification Forms must total at least sixty (60) non-overlapping (unique) months within the eight (8) year period prior to the application. The time frame extends from the date of the application to the corresponding month eight (8) years prior. Months without Project Management Experience cannot be counted.*

Certified Associate in PM

- *Category 1*
 - *A baccalaureate or global equivalent university degree*
 - *Minimum of 1,500 hours of project management experience within the five project management process groups.*
 - *At least two years of project management experience within the three-year period prior to the application.*

Certified Associate in PM

- *Candidates must indicate at least 24 unique (non-overlapping) months of project management experience*
- *23 contact hours of project management education*
 - *The hours must include content on project quality, scope, time, cost, human resources, communications, risk, procurement and integration management.*

Certified Associate in PM

- *Category 2*
 - *high school diploma or equivalent secondary school credential*
 - *a minimum of 2,500 hours of project management experience within the five project management process groups.*
 - *at least two years of project management experience within the three-year period prior to the application*

Certified Associate in PM

- *Category 2 continued*
 - *At least 24 unique (non-overlapping) months of project management experience*
 - *23 contact hours of project management education*
 - *The hours must include content on project quality, scope, time, cost, human resources, communications, risk, procurement and integration management.*

Certified Associate in PM

- *Exam is computer based and comprised of 150 multiple-choice questions*
- *The allotted time to complete the examination is three hours*

Project Management Process Areas

- *Experience areas can be organized into one or more of the following process areas:*
 - *Initiating*
 - *Planning*
 - *Executing*
 - *Controlling*
 - *Closing*

Eligibility Letter

- *Comes within 3 weeks, faster recently*
- *Contact Prometric to schedule to sit the exam*
- *Good for 6 months, may be extended by another 6 months*

Preparation Materials

- *PMBOK*
- *Project Management, A Systems Approach to Planning, Scheduling and Controlling by Harold Kerzner*
- *Earned Value Project Management, Fleming and Koppelman*
- *PMP Exam Prep, Rita Mulcahy*



How to prepare for the exam

- *Read the Project Management Book of Knowledge (at least twice)*
- *Take the PMI sample test*
- *Identify your weak areas*
- *Buy some PM reference books*
- *Buy review kit*
- *Take sample exams on the internet*
- *Take a refresher class*

PMP Exam review classes

- *PMI Baltimore classes*
 - *Cost \$400*
 - *Meet other PMs and form study group*
 - *Next class will start Fall 2004*
 - *Satisfies the 35 hours of education*
- *Explore your local community college offerings*



Upcoming PMP Review Classes

- *Velociteach*
- *Cheetah Learning*
- *ESI*
- *Rita Mulcahy*
- *UMBC*
- *IIL*
- *Online: ESI and Villanova University*



Continuing Certification Requirements Program

- *60 PDUs every three years*
 - *CCR Program Handbook*
 - *Definition of the cycle*
 - *PDU = one PDU is earned for every one hour spent in a planned, structured learning experience or activity*
 - *Fractions may be reported in .25 increments following one hour*

Continuing Certification Requirements Program

- *5 Categories:*
 - *Formal Academic Education*
 - *Professional Activities or Self Directed Learning*
 - *Registered Education Providers*
 - *Other Providers*
 - *Volunteer Service to Professional or Community Organizations*
- *PDU requirements can be obtained through the use of all, some, and only one category combinations.*

Formal Academic Education

- *1 hour of degree credit = 15 PDUs*
- *Transcript or grade report*

Professional Activities - Write

- *2A - Author or co-author of article pertaining to project management and is published in a refereed journal. (e.g. Project Management Journal®)*
30 PDUs per article (one author)
20 PDUs per article (co-author)
- *2B - Author or co-author of an article pertaining to project management published in a nonrefereed journal. (e.g. PM Network®)*
15 PDUs per article (author)
10 PDUs per article (co-author)
- *2F - Author or co-author of textbook that pertains to project management.*
40 PDUs (author)
20 PDUs (co-author)

Professional Activities – Speak or Teach

- *Speaker/Teacher on project management topic at a conference, symposium, workshop or formal course.
10 PDUs per activity*

*2D - Speaker on a project management topic at PMI Component meeting.
(e.g. Chapter meeting)
5 PDUs per activity*

*2E - Member or moderator of a project management panel discussion at a conference, symposium, workshop or formal course.
5 PDUs per activity*

Professional Activities – Prepare content

- *2G - Developer of content for seminar or other structured learning program.
10 PDUs per new program*

Professional Activities - Practitioner

- *2H - Practitioner of project management services for more than 1,500 project work experience hours per year.
5 PDUs per calendar year
(Maximum of 15 PDUs may be earned per CCR cycle for subdesignation 2H.)*

Self –Directed Learning

- *2sdl - Self-directed learning activities are individualized learning projects involving personally conducted research or study. Learning may include informal activities such as discussions or coaching sessions with colleagues, co-workers, clients or consultants. It may include articles, books, instructional manuals, videos, CD-ROMs, or other material resources.*

Qualifying self-directed learning activities must be relevant to project management, meet a specified purpose, and use knowledgeable resources.

- *Maximum of 15 Self-directed Learning PDUs may be earned per CCR cycle.*

PMI Registered Education Providers

- *Examples include schools, consultants, corporate training departments, professional associations, government agencies and PMI Chapters and Specific Interest Groups (SIGs)*
- *Look for providers with this logo*



Other Providers

- *Attending relevant educational programs offered by organizations not registered with PMI.*
- *To calculate the number of PDUs earned, use the following formula: one (1) contact hour of learning relevant to project management within a structured activity or course equals one (1) PDU.*

Volunteer Service to Professional or Community Organizations

- *Officer for a project management organization.*
 - *Minimum three months of participation. Two PDUs per calendar year.*
 - *(No PDUs are awarded for service less than three months.)*
 - *Minimum six months of participation. Five PDUs per calendar year.*
 - *Twelve months of participation. Ten PDUs per calendar year.*

Volunteer Service

- *Serve as a committee member for a project management organization.*
- *Minimum three months of participation. One PDU per calendar year.*
- *(No PDUs are awarded for service less than three months.)*
- *Minimum six months of participation. Three PDUs per calendar year.*
- *Twelve months of participation. Five PDUs per calendar year.*

Volunteer Services

- *Provide project management related services to a community or charitable group (5 PDUs per year).*
- *PMPs should maintain letter or certificate from the organization served acknowledging participation of the PMP*

Continuing Certification Requirements Program

- *Complete the Continuing Certification Requirements Activity Reporting Form*
 - *Mail*
 - *Fax*
 - *Online*
 - *(Hit the preview button!)*
 - *May take 3 weeks to be recorded on transcript*
- *Check for PDU transcripts online*
- *Maintain a personal CCR folder with supporting documentation for 12 months after cycle*

Application for Renewal

- *Sent after the 60 PDUs are submitted*
- *Completion is required for renewal*
- *12 months after the cycle expiration to renew*

Transferring PDUs

- *Up to 20 excess PDUs earned during the final year of the current CCR cycle may be applied to the next CCR cycle.*

Summary

- *Having a PMP demonstrates a personal commitment to self-improvement and dedication to the profession*
- *What are you waiting for?*

